

EXHIBIT 2486

to the Declaration of
Lisa J. Cisneros in Support of
Plaintiffs' Opposition Briefs

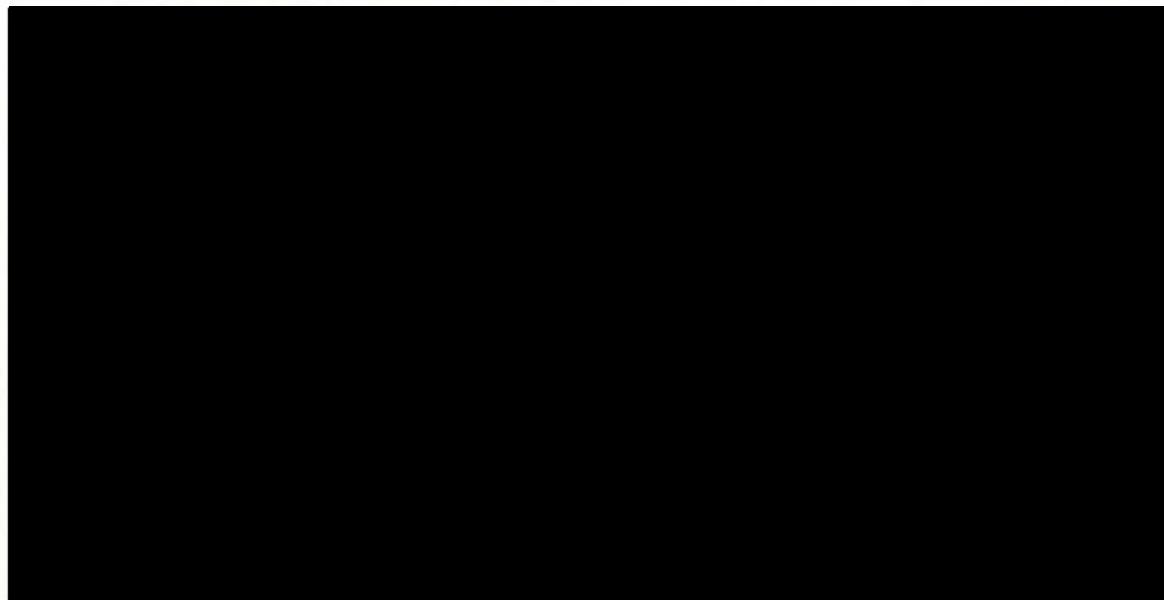
REDACTED VERSION

Part 2 of 3

Core Component: Salary Focal Budget

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Example of Base Salary Impact with Pro-rated Budget

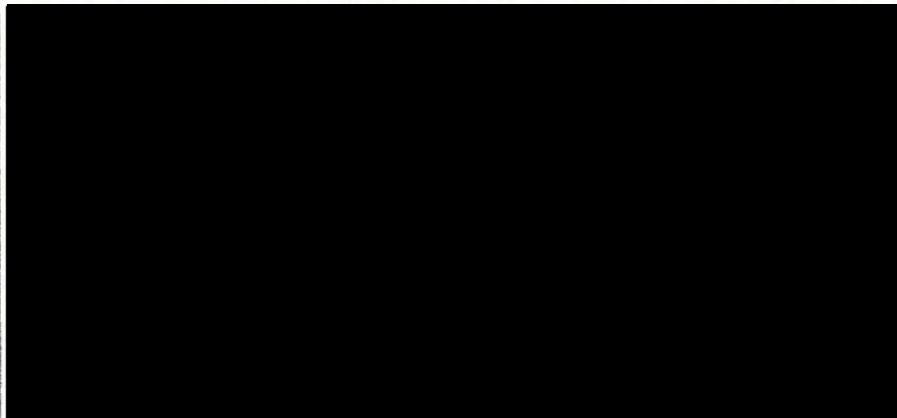
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Core Component: Salary Focal Budget (cont.)



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Core Component: Pro-rated Salary Focal Budgets* by Country



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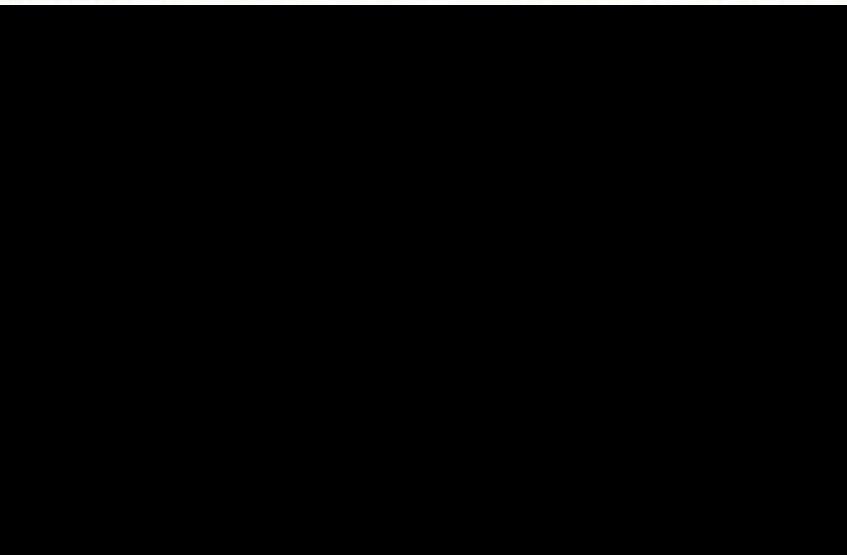
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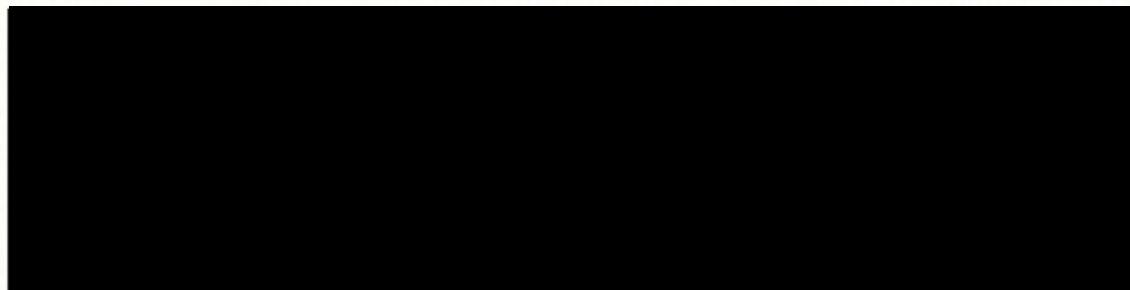
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Core Component: Salary Increase Considerations



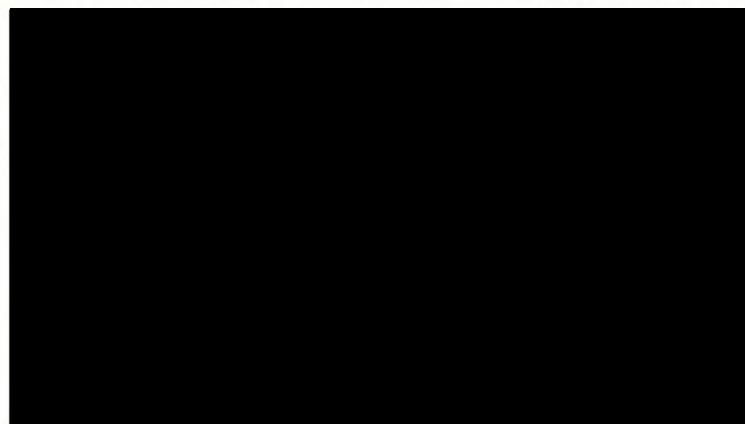
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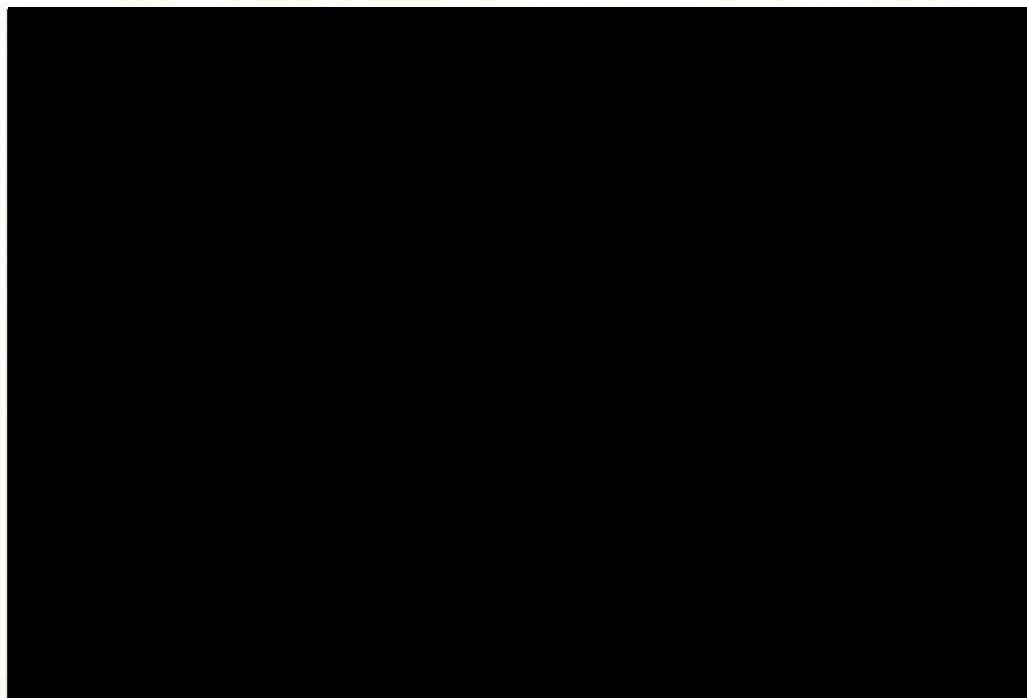
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Core Component: Salary Increase Matrices (except India)

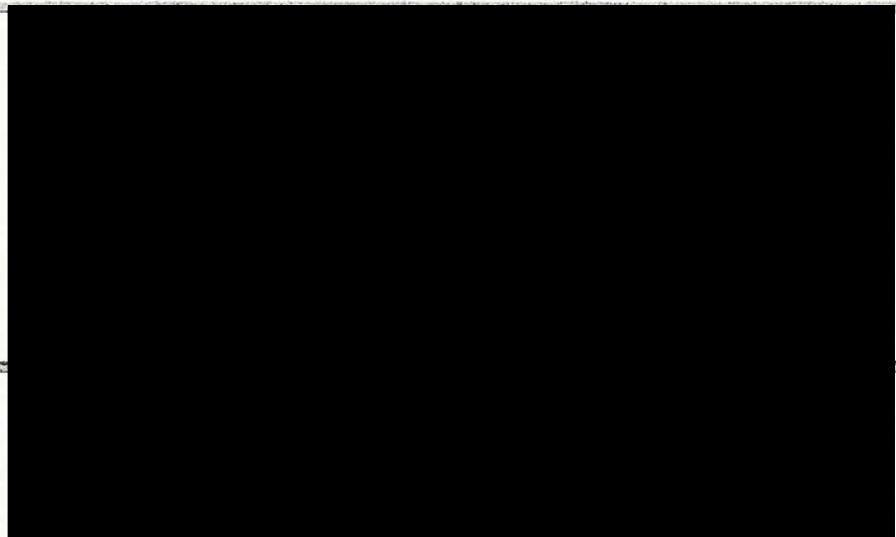


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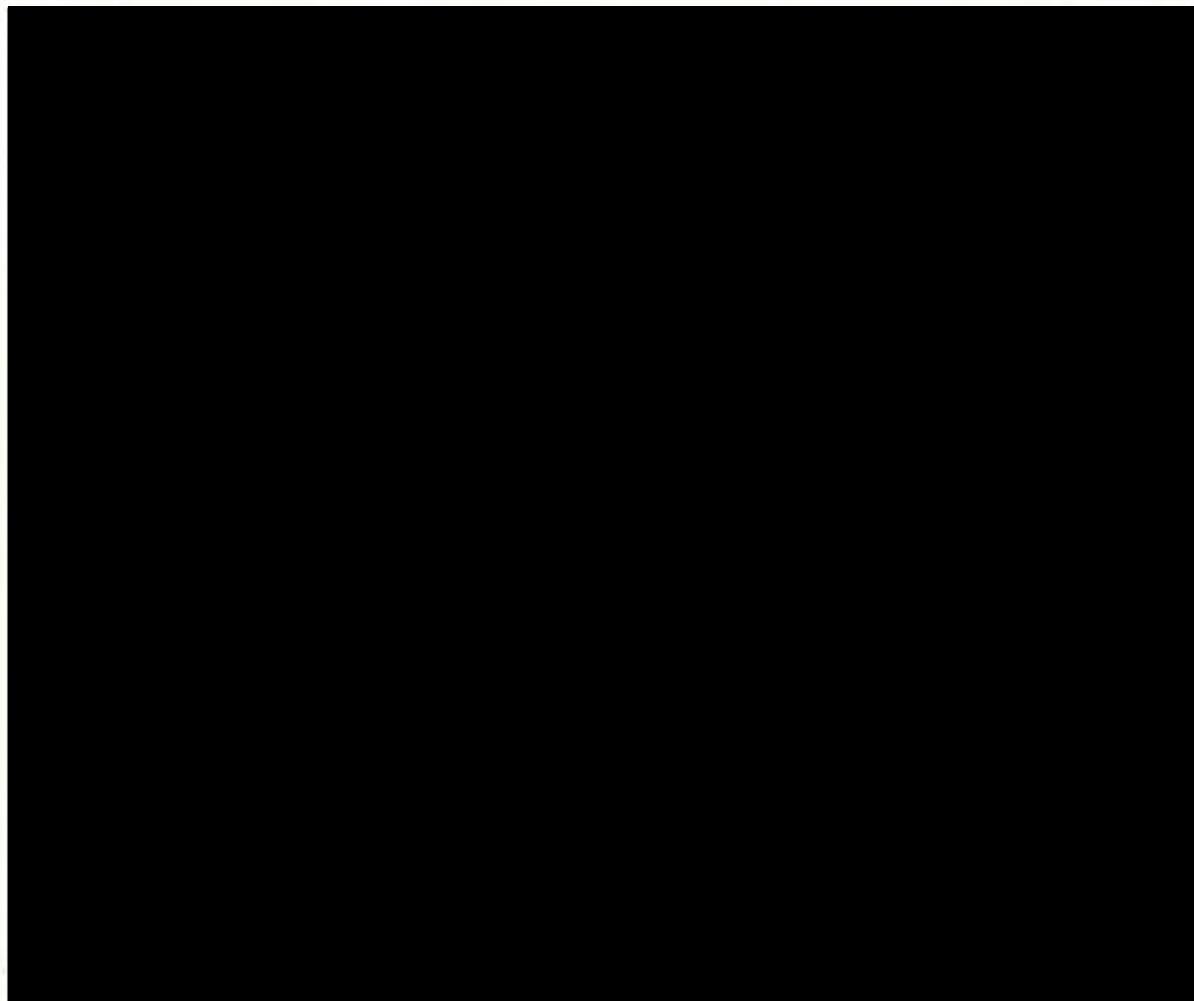


Core Component: Impact on Company Position to Market



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Core Component: Salary Focal Tool

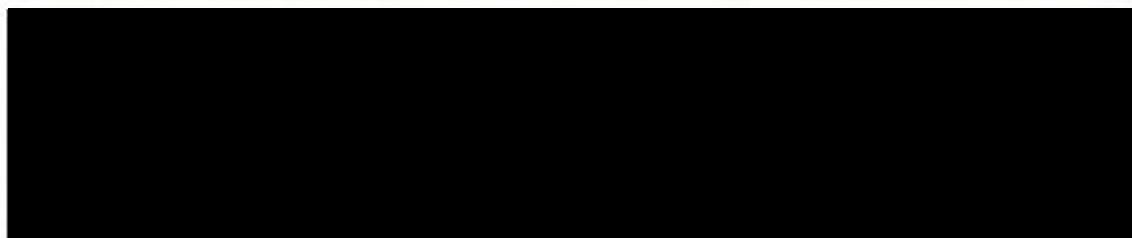
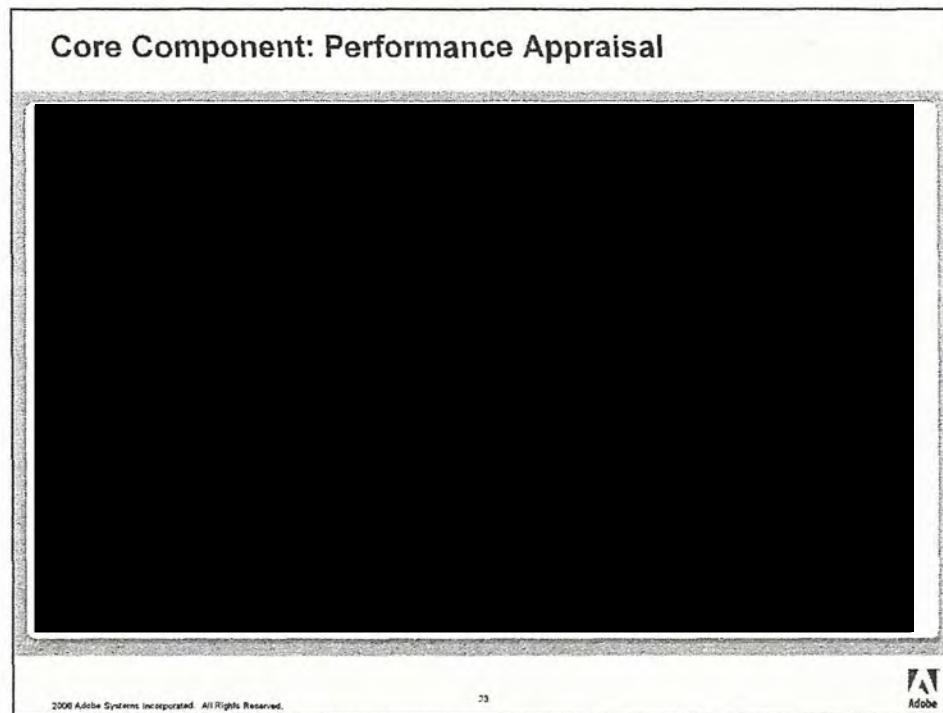
- Refer to the Adobe Presenter available on the Managers' Focal web site for help installing and using the tool

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- Refer to the *Salary Focal Tool and Reports* document on the Manager's Focal website.



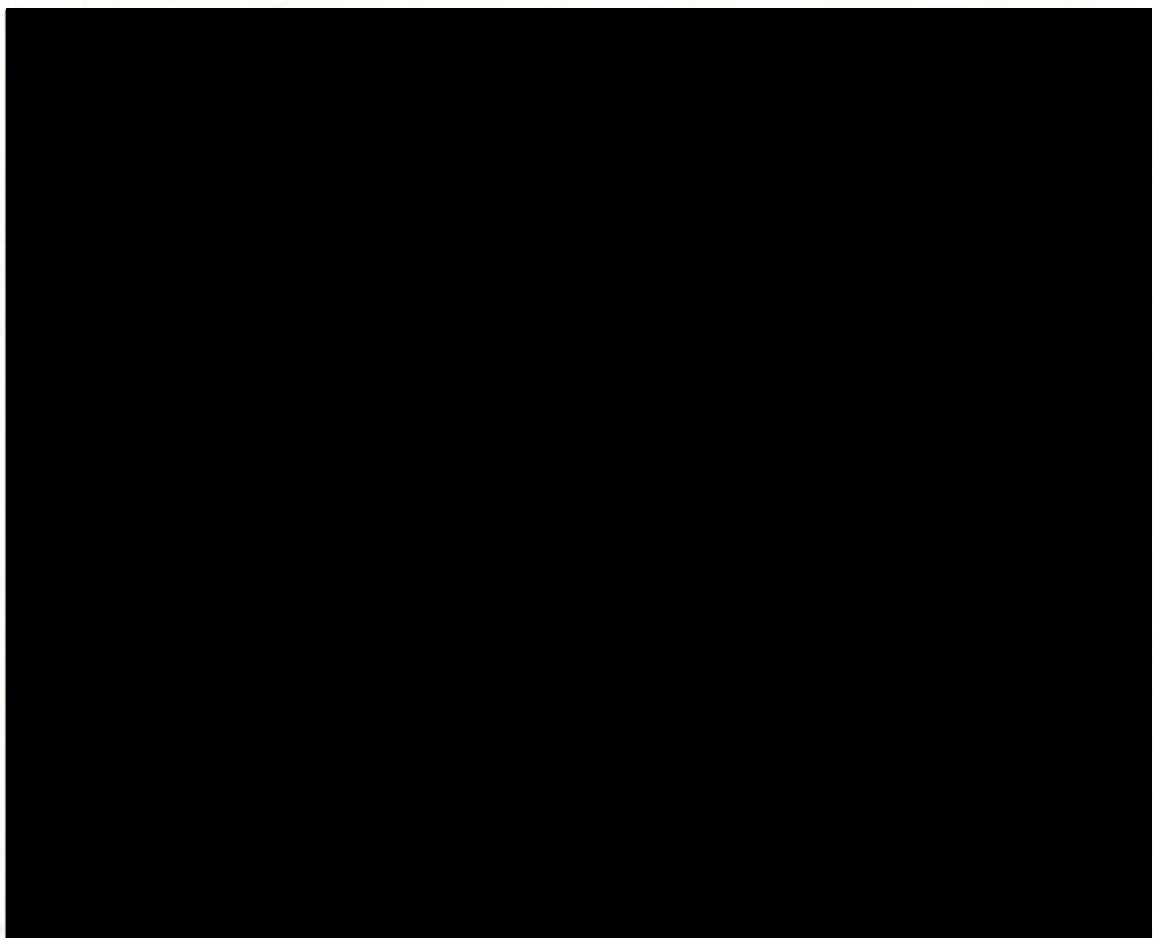
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Core Component: Performance & Salary Discussion



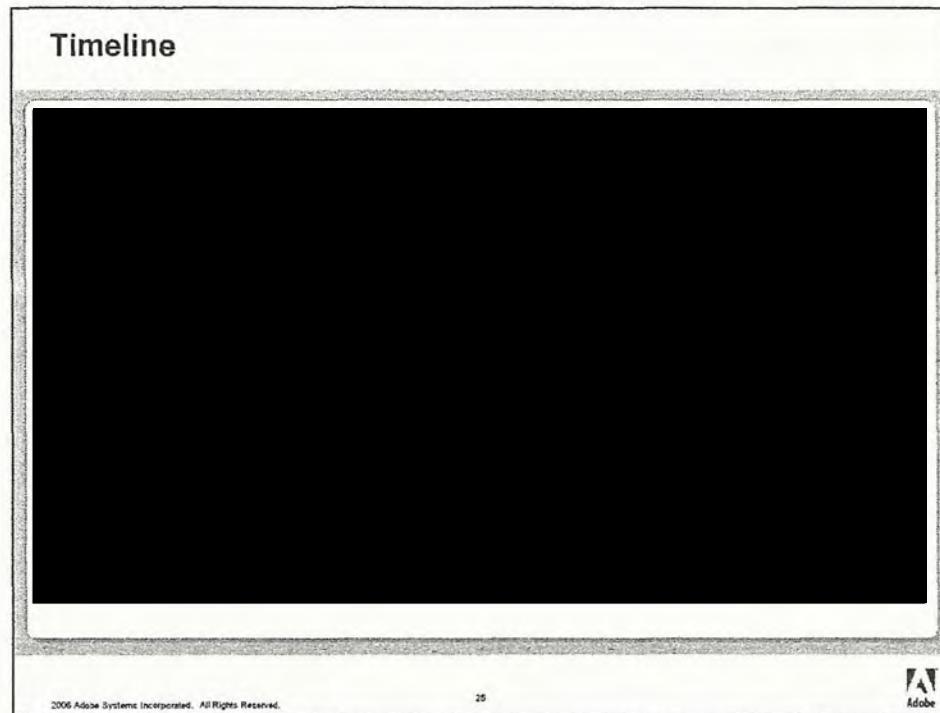
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- Managers can start writing reviews now using the Performance Appraisal Worksheet (non-routable) available on the Manager's Focal website, and then copy/paste into the routable form, which will be available on 12/4.

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Resources

- 2007 Managers' Performance Focal web site
 - Access from Inside Adobe
 - Adobe PDF of Managers' reference documents
 - Links to forms
 - Link to online Enrollment System to enroll in a 1:1 Coaching session
 - Posted email communications to managers and employees
- Managing at Adobe Website
- Communications
 - Email reminders for key action items
- If you have questions about...
 - An employee issue, contact your Human Resources Manager
 - The Focal timeline, process, or tools, contact the HRIC at x6-HELP (4357), option 5

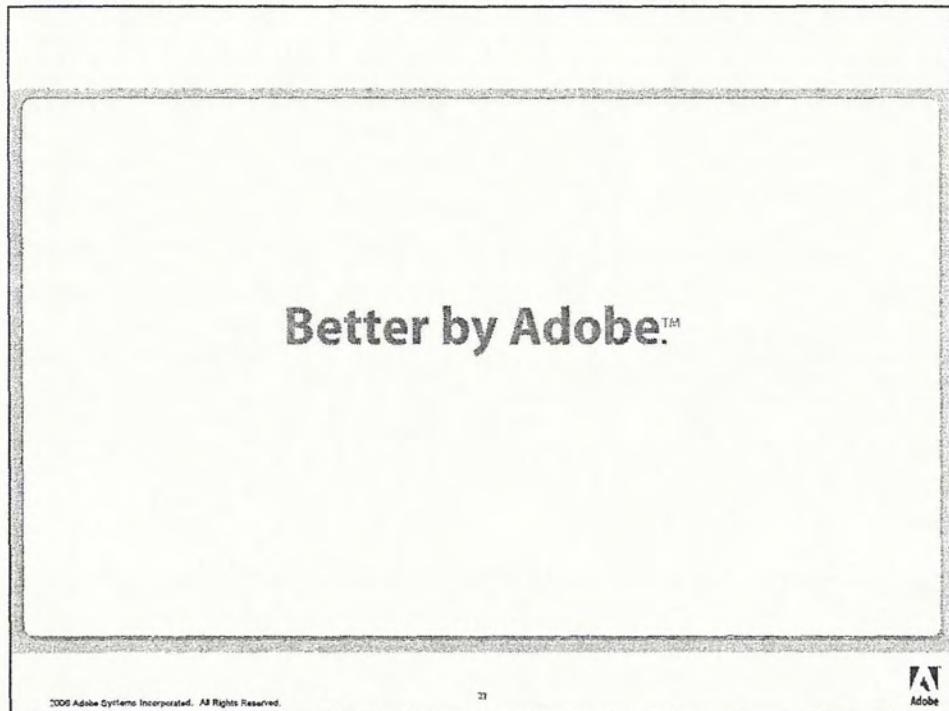
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- You can find your HRM on the Org Chart on Inside Adobe.
- Coaching sessions will be offered in Jan.
- Even though the HRIC is mainly for North America employees, for Focal timeline, process or tools questions, all employees can contact the HRIC.

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EXHIBIT 3

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DOCUMENT

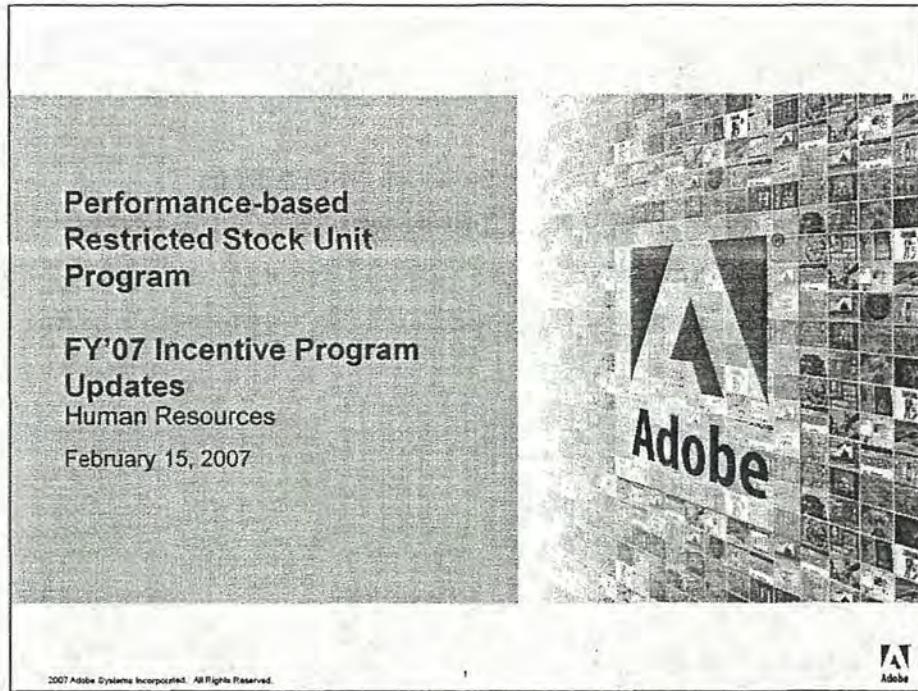
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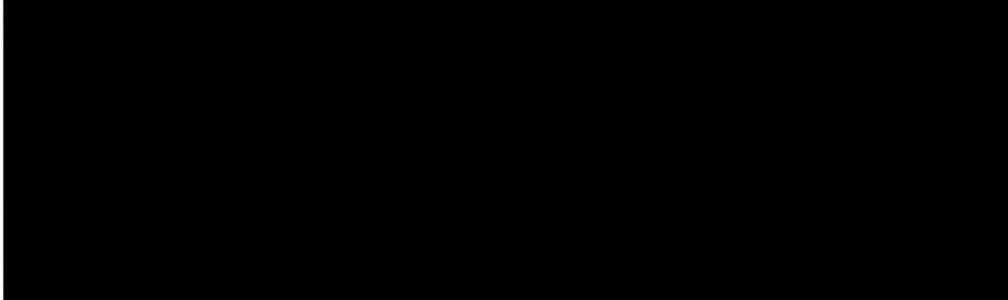
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- Introduce Performance based Restricted Unit Program once and reference as PSU through out the rest of presentation
- Talking points from Bruce's presentation in December 2006



16/01/2014 2482.74 1

Agenda

- Total Compensation
- Performance-based Restricted Stock Unit (PSU) Program
- Annual and Quarterly Variable Cash Incentive Plans (AIP and QIP)
- Your Next Steps
- Q&A

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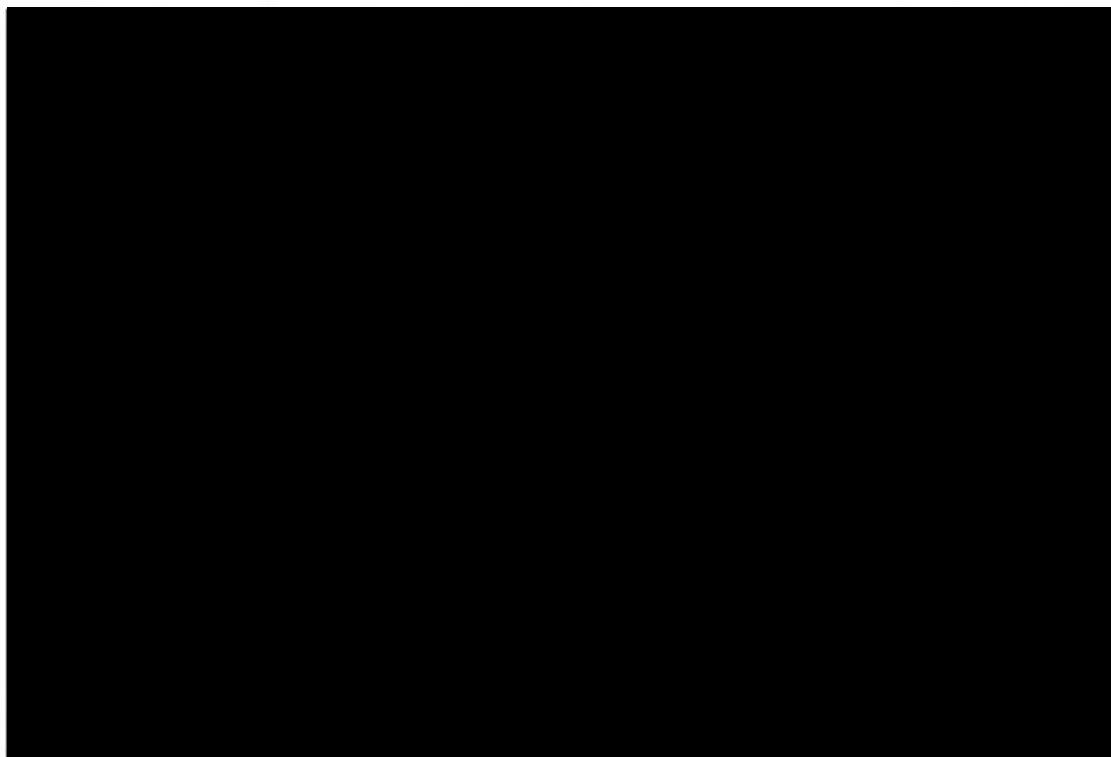
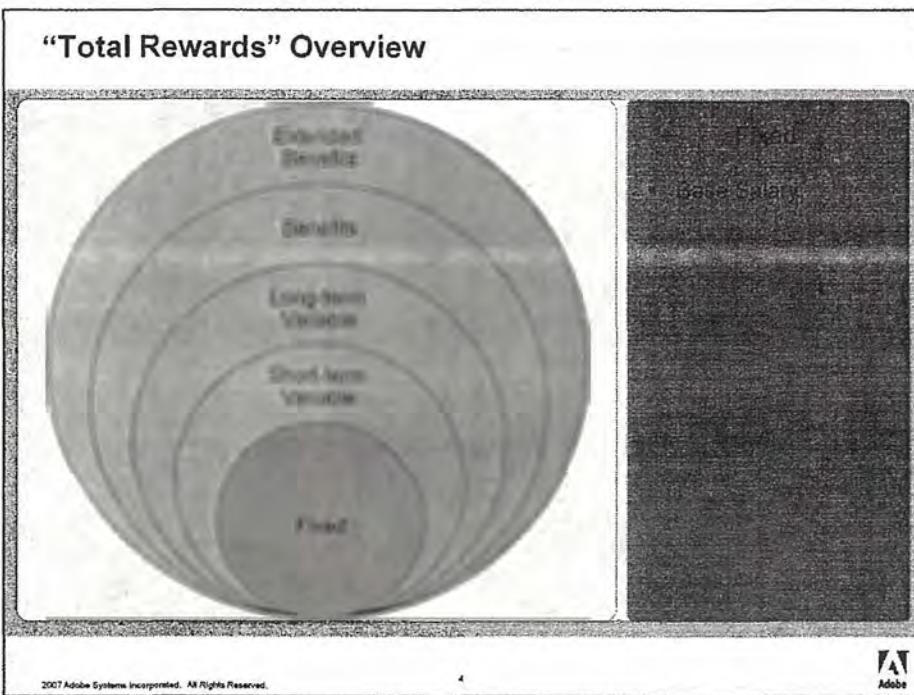
- **What we're going to cover today....remind them that this is a follow-on from the Dec. 20 Sr. Leader meeting and that this meeting is also being recorded for playback**
- **Housekeeping...how to ask questions via chat/telephone, etc.**

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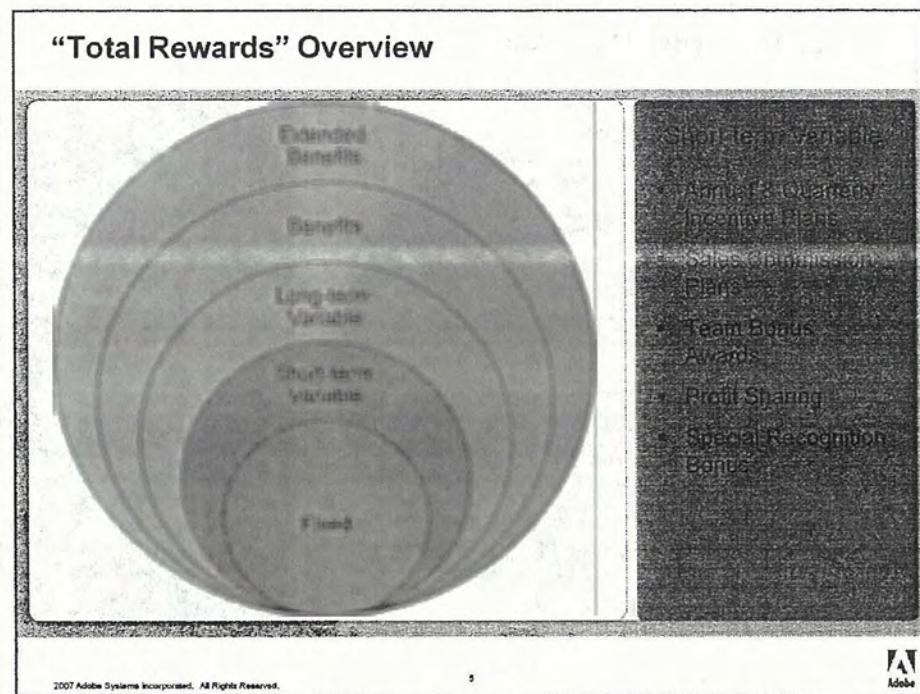
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- **Introduction:** With the importance of compensation and building a performance based culture, there needs to be alignment of goals that drive behaviors which lead to customer satisfaction, which then results in revenue/profit to the company, which then translates to shareholder appreciation and back to business performance
- **We are committed to the following principles:**
 - We share our success with our employees.
 - We provide a work environment including the tools, training and relevant information that supports a high level of personal and organizational productivity.
 - We work together as individuals, managers and teams to define goals, and hold ourselves accountable for objectives we set.
- We recognize and reward results and contributions tied to the success of the company and in support of company values.
- We offer competitive benefits geared toward individual needs, flexibility, competitive environment, and cost effectiveness.
- We offer or participate in programs, which allow employees to effectively plan for and manage their financial futures.
- We communicate the goals, features and value of our programs.

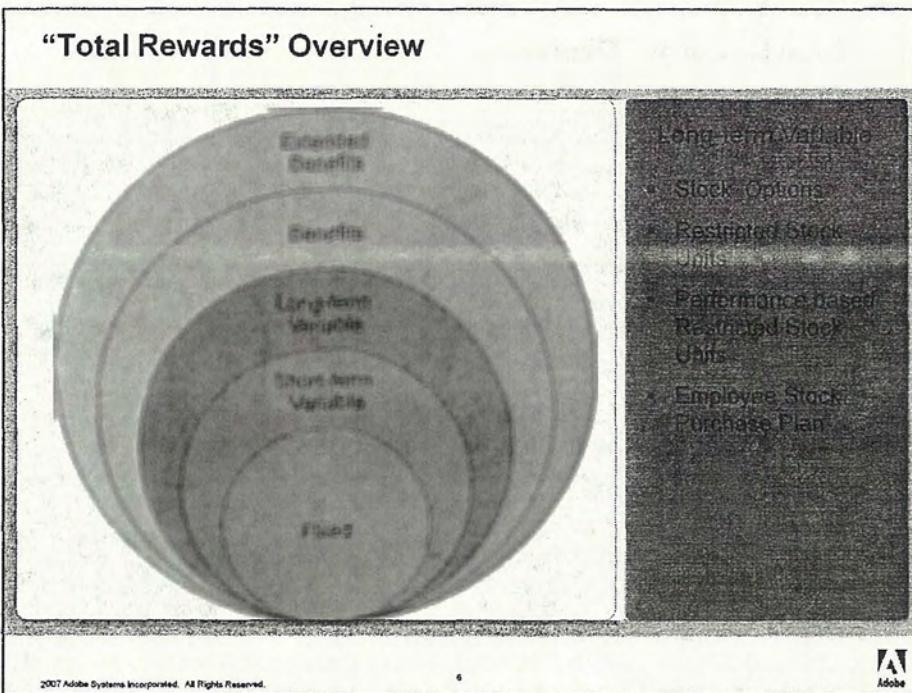


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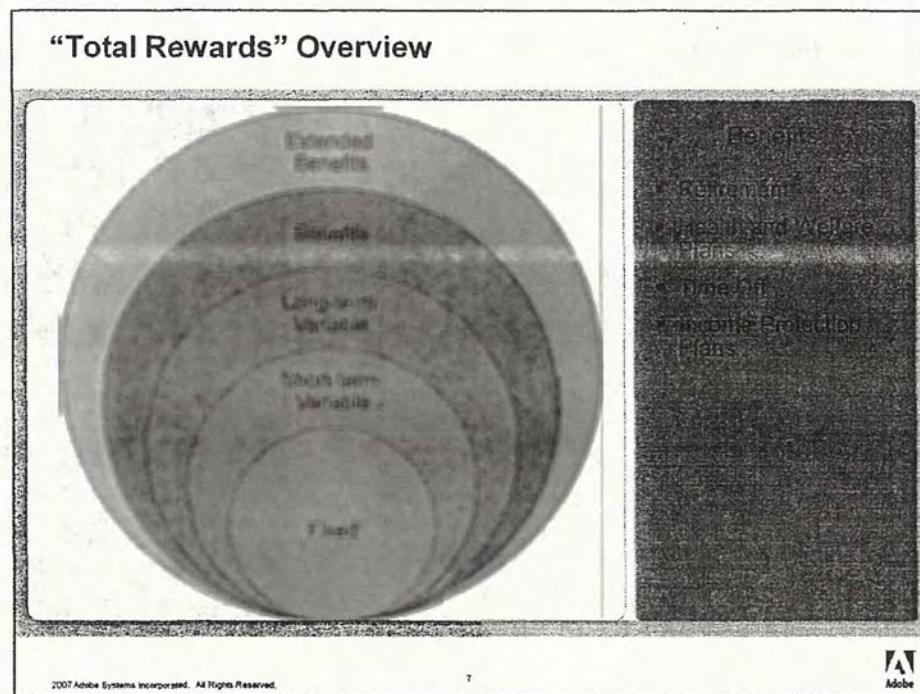


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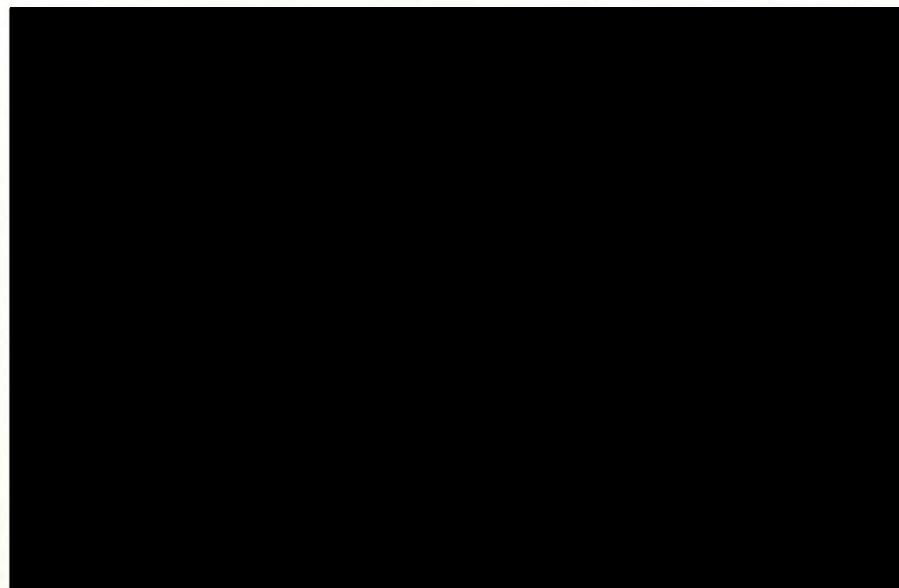
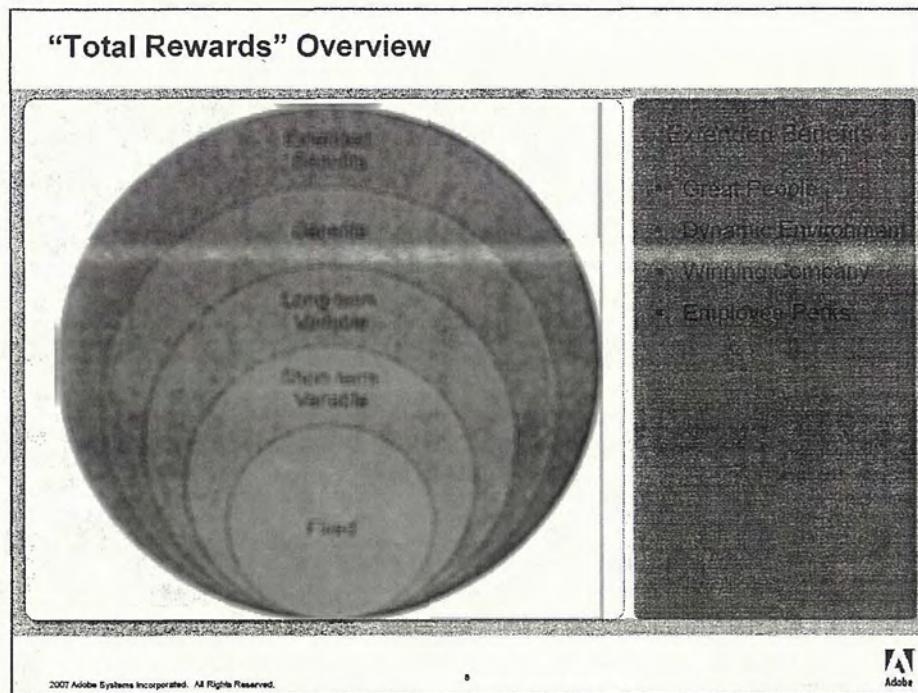


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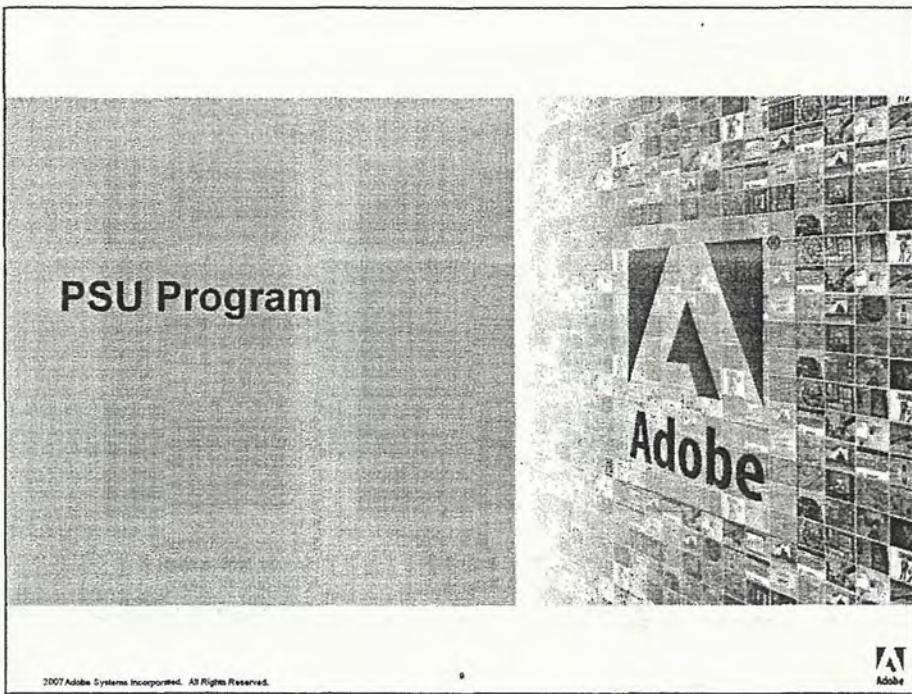


the first time in the history of the world, the people of the United States have been called upon to determine whether they will submit to the law of force, and give up the right of self-government, and become a part of the empire of a self-styled "sovereign of the world." They have been called upon to determine whether they will submit to the law of force, and give up the right of self-government, and become a part of the empire of a self-styled "sovereign of the world."

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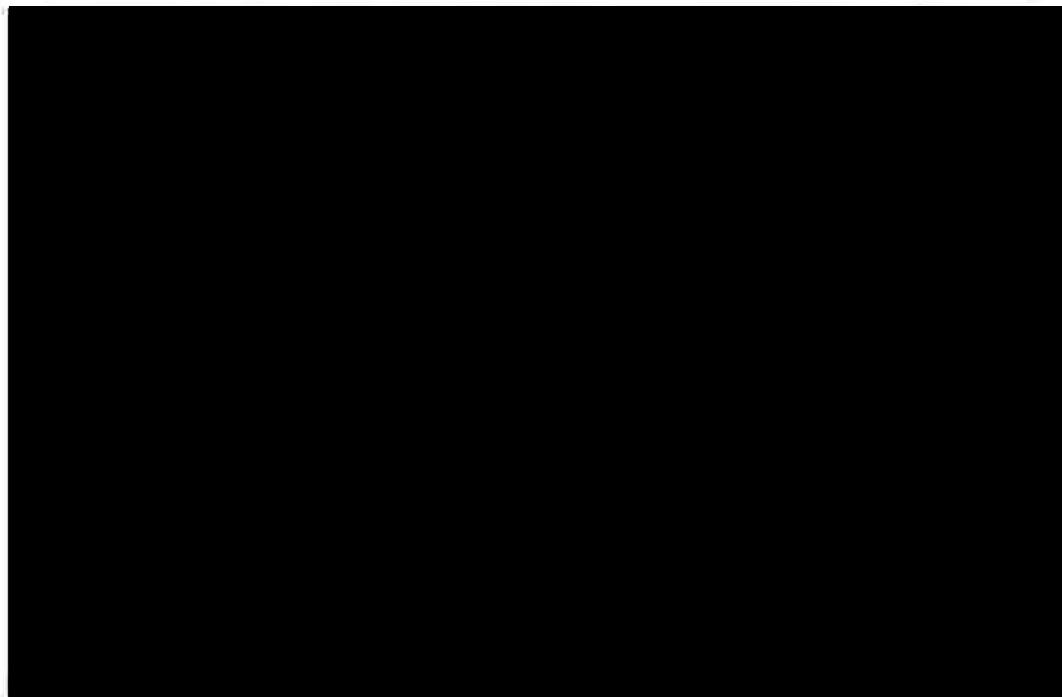
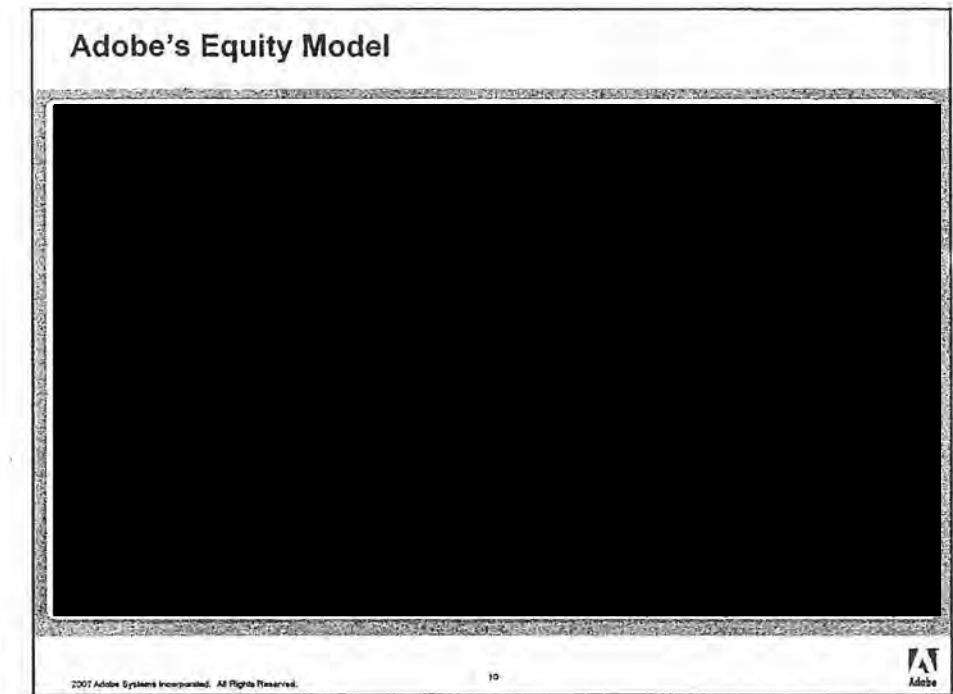


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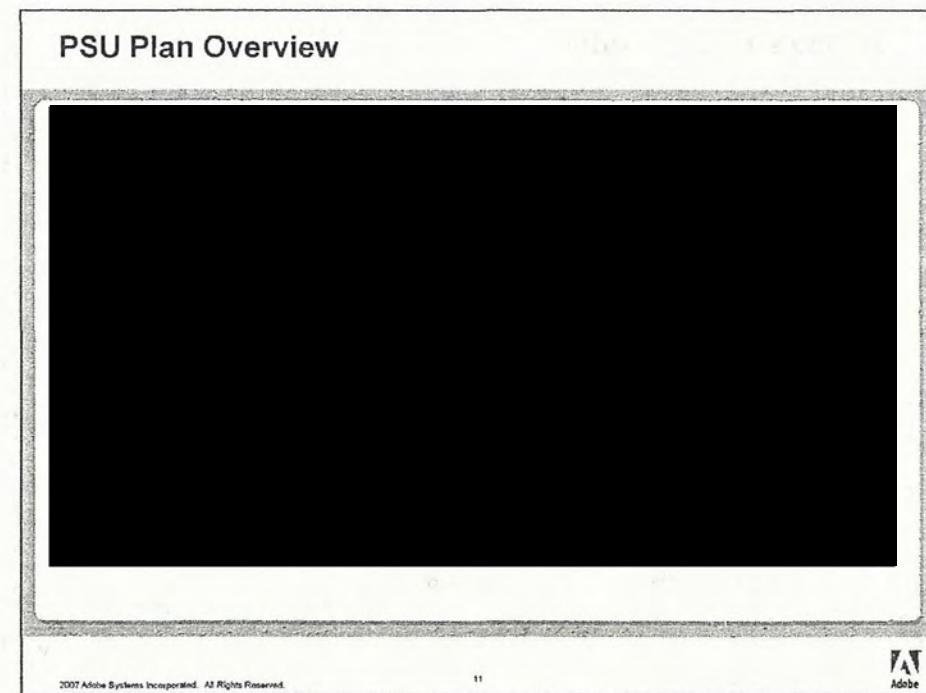
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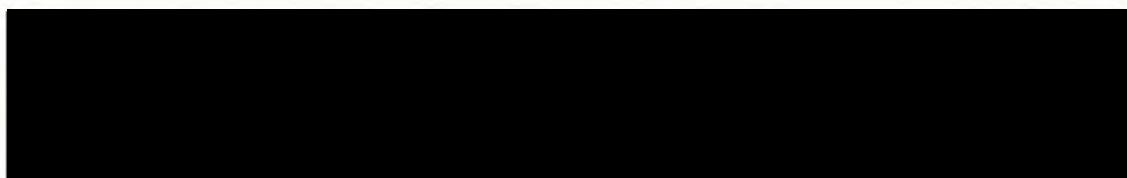
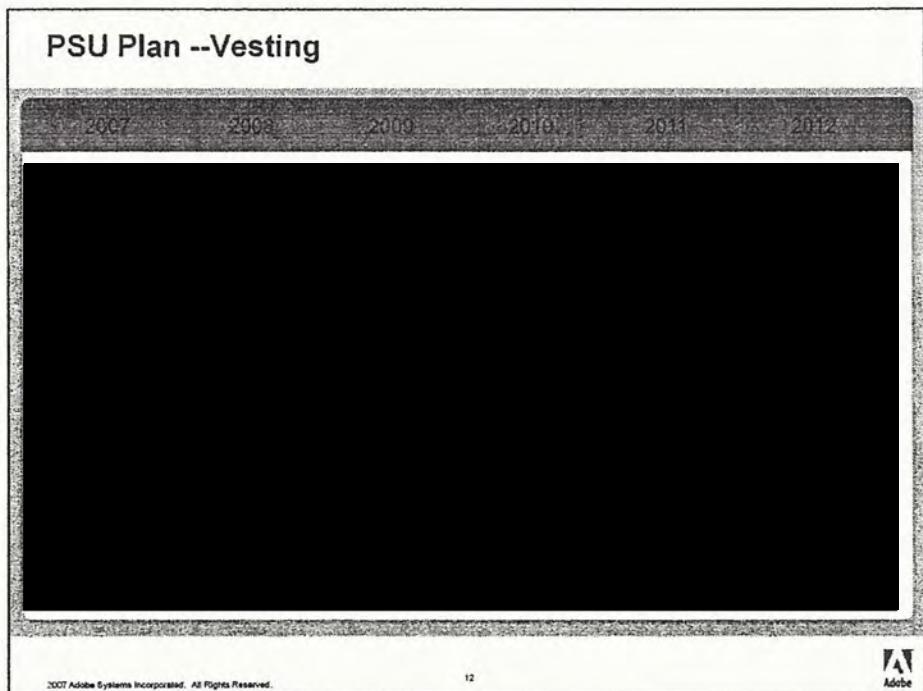
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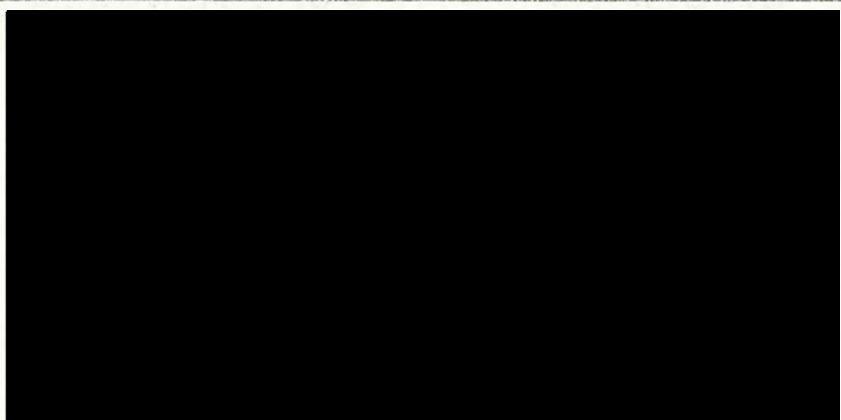
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PSU -- FY'07 Criteria



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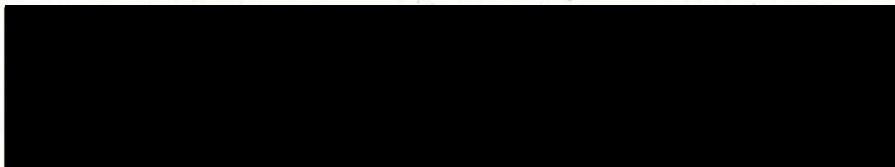
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FY'07 PSU Plan Matrix

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FY'07 PSU Plan Matrix – Overachieve AOP Scenario

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FY'07 PSU Plan Matrix – Underachieve AOP Scenario

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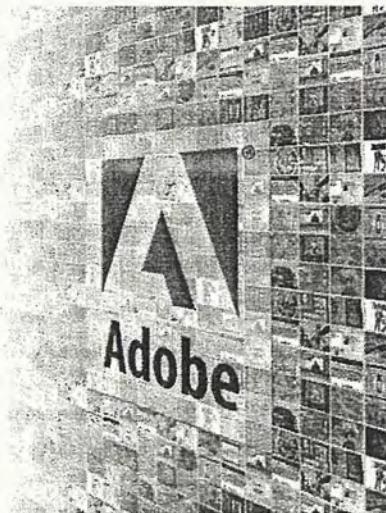
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Summary of FY07 AIP/QIP Changes

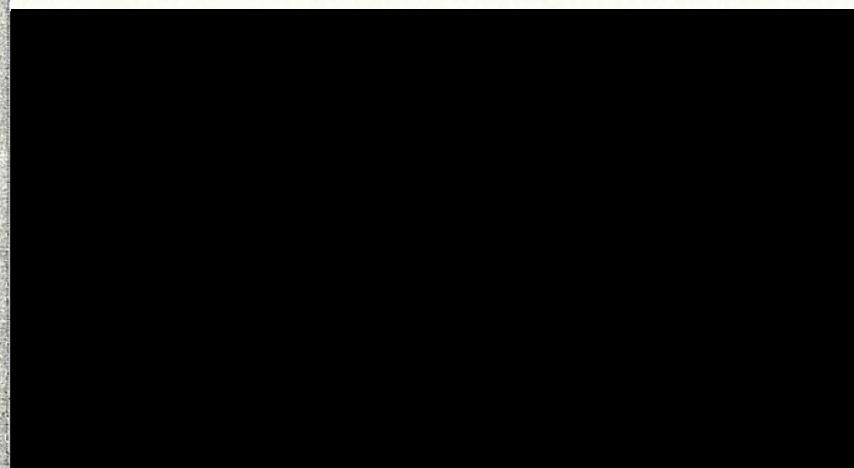


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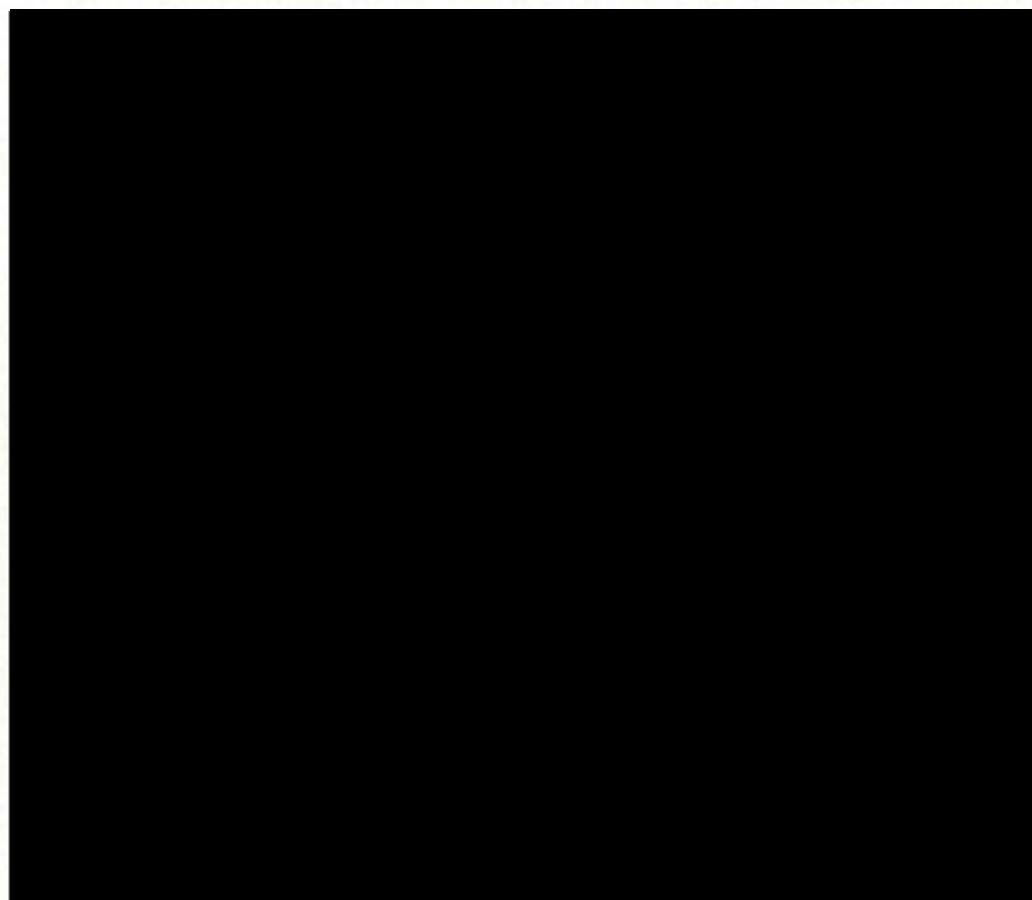


AIP Plan Overview



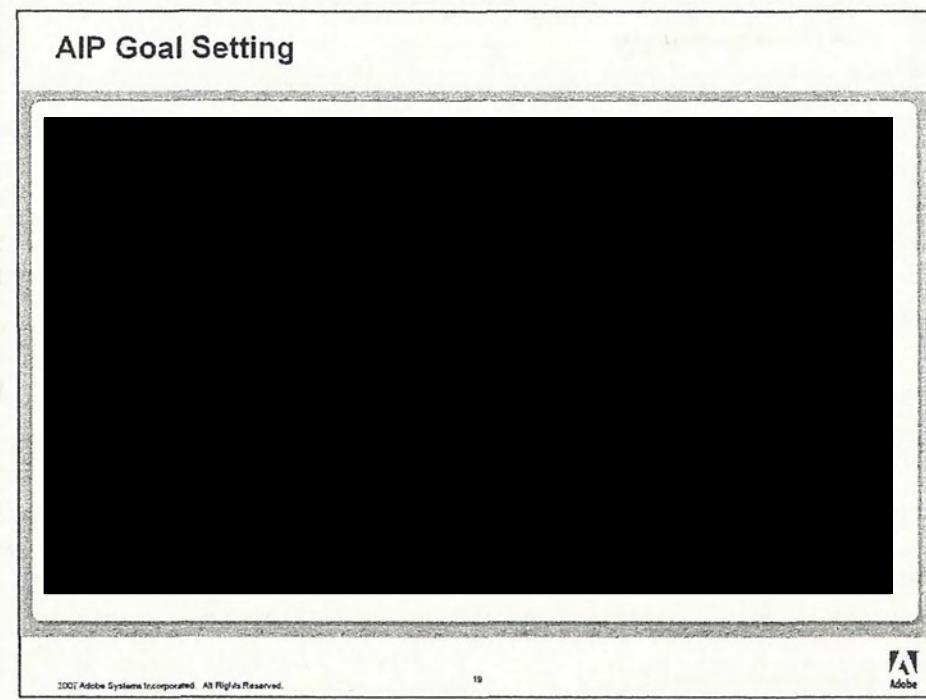
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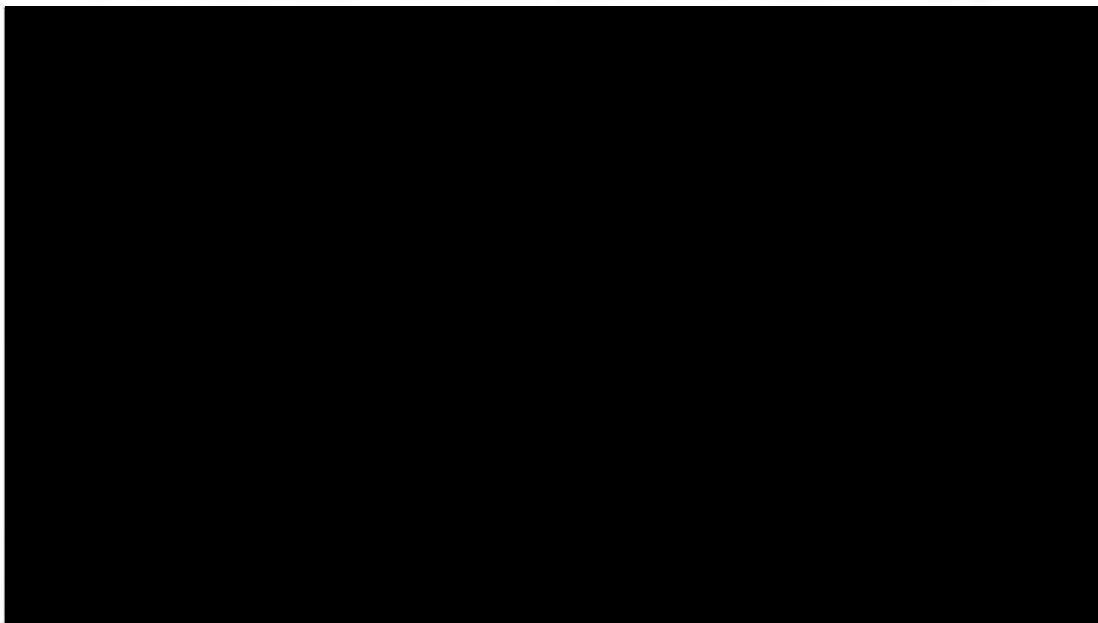
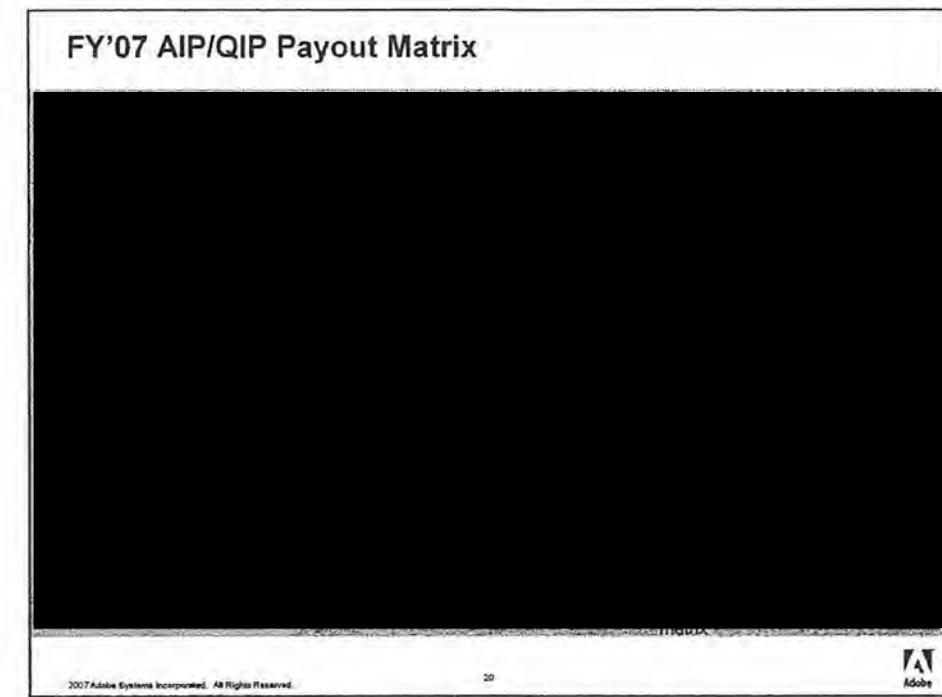
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FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve

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FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve

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FY'07 AIP/QIP Payout Matrix – Scenario B --
Underachieve

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FY'07 AIP/QIP Payout Matrix – Scenario B --
Underachieve

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AIP --Summary Changes

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QIP -- Summary Changes

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Next Steps

- Communicate to eligible members of your teams
- Reference tools provided
 - Plan documents
 - FAQs
 - PDF of presentation
 - Adobe Connect recording of materials
- Work with your HR Business Partner
 - They will bring in additional HR support as needed

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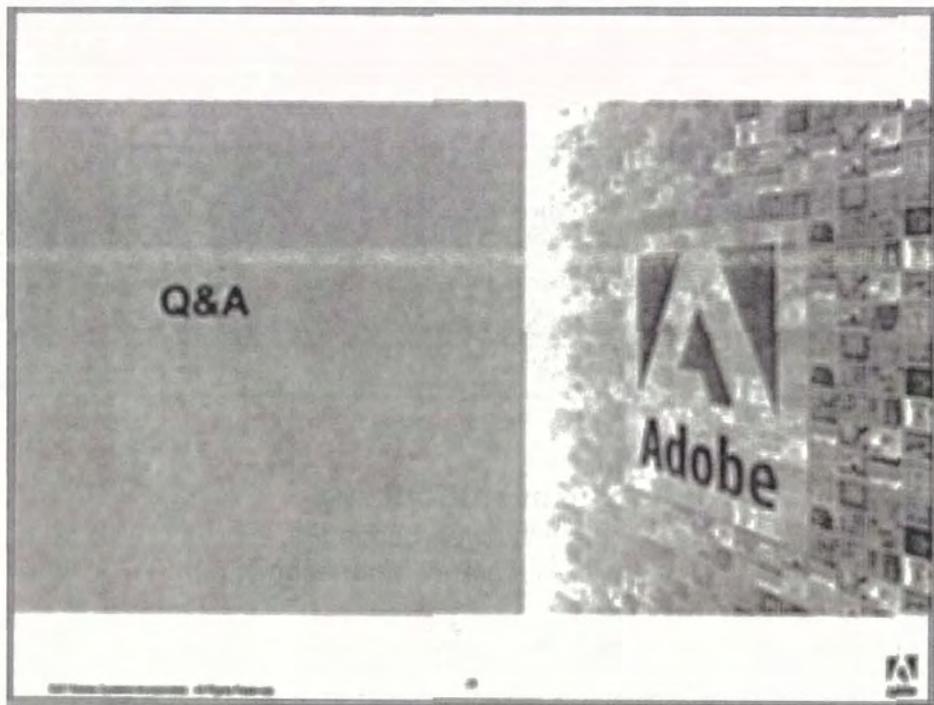
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- **Follow up email with links to documents and additional resources will be sent this afternoon**

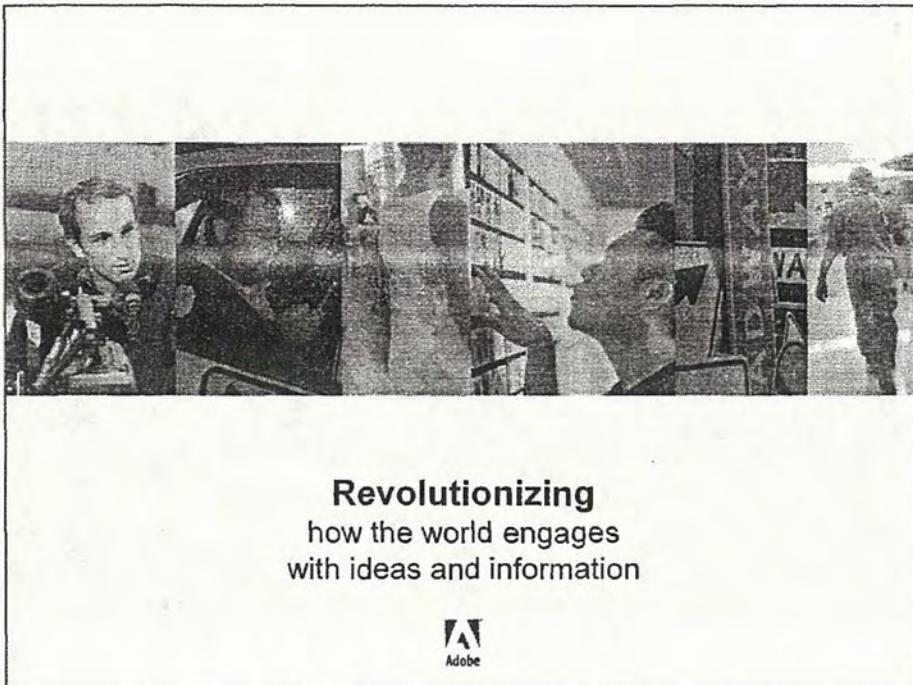
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EXHIBIT 4

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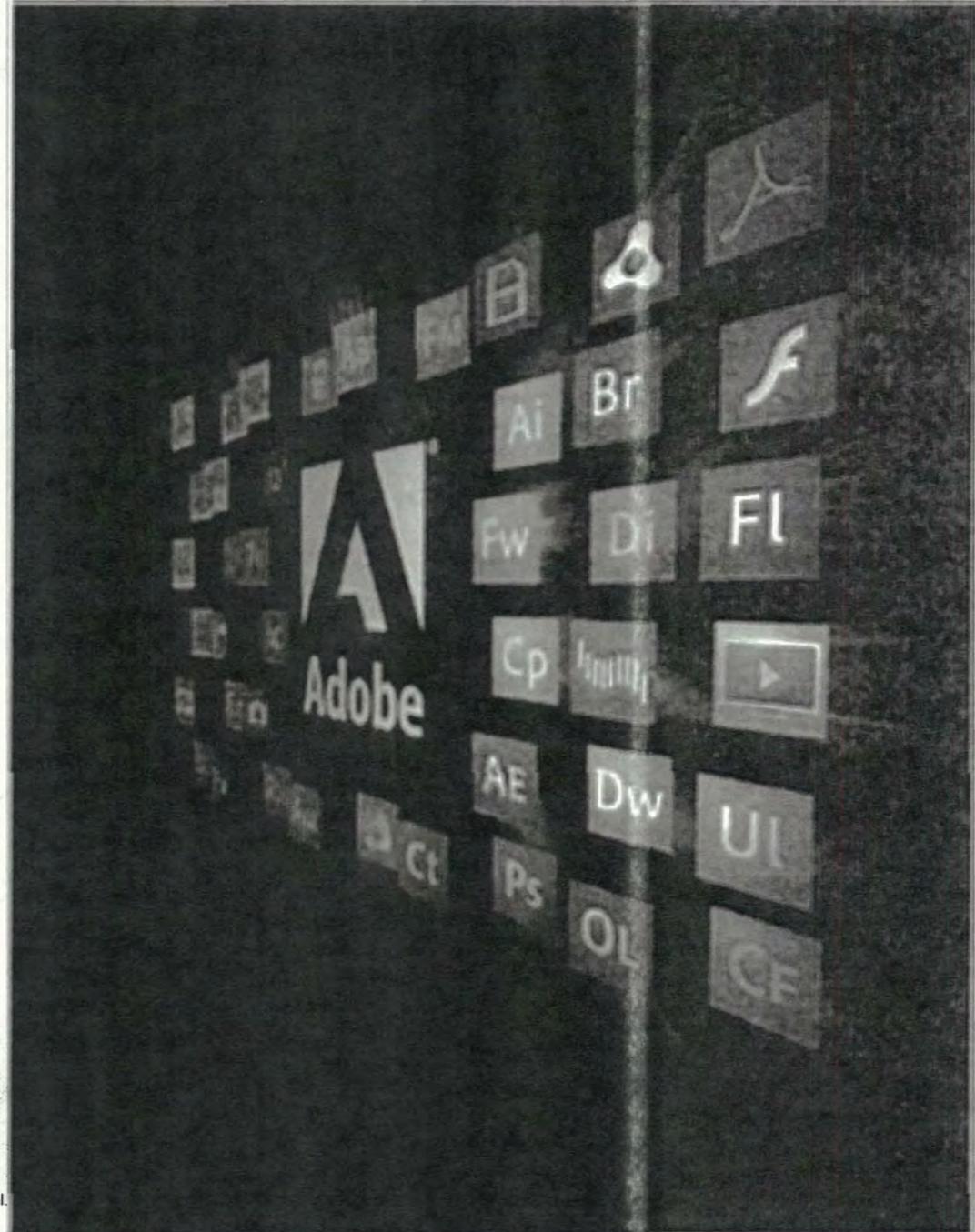
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HR All Hands

Donna Morris

September 11, 2008

Sol. nte



Agenda

- Welcome
- Human Resources Strategic Plan
- Doug Mack – Photoshop Express
- Service Awards
- HR Excellence Award
- Q&A

4/10/2014

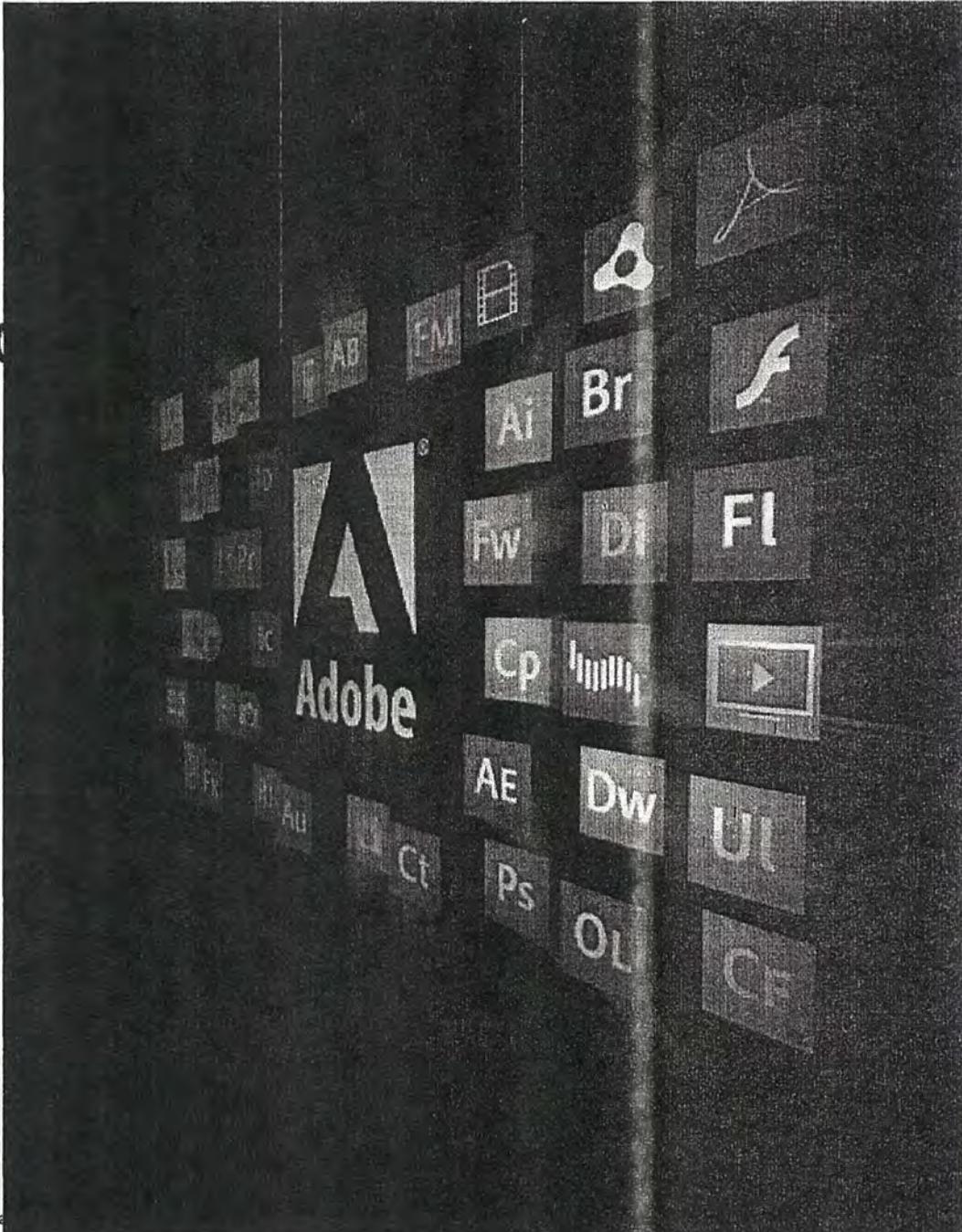
Welcome Nisha

- Aparna Malik, Talent – Noida
- Shweta Tyagi, Talent Dev. – Noida
- Paul Larsen, HR Consulting – San Jose
- Diana-Emanuela Sandra, Talent – Bucharest
- Zoe Spicer, HR Consulting – London



Loving

Human Resources Strategic Plan 2009 – 2011



Overview

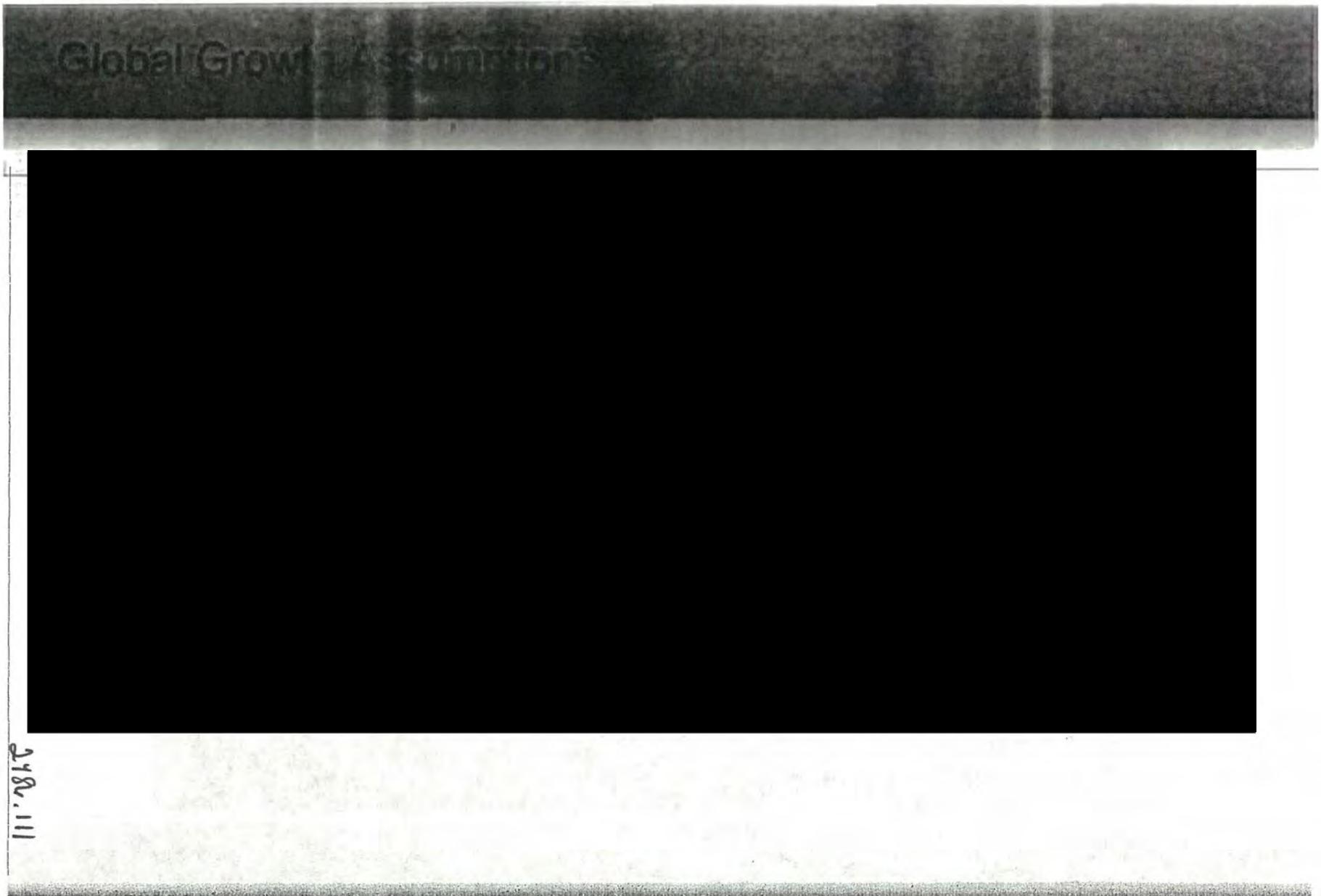
- HR Vision 2011
 - Strategic Areas of Focus
 - Success Measures
 - HR Capabilities – Developing for the Future
 - Global HR Distribution

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Human Resources Strategic Imperatives

- Continue to evolve talent management capabilities that result in the ability to attract, develop and engage top performing global employees
- Ensure a foundation of world class HR programs, systems and services that deliver exceptional experiences
- Develop and execute upon a compelling total rewards strategy that contributes to the ability to attract, engage and align employees to deliver upon business results
- In partnership with leaders drive focused organizational change aligned with our core values that contributes to high levels of organizational effectiveness and employee engagement

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Strategic Areas of Focus

Create a vibrant and dynamic workplace recognized for attracting and developing exceptional employees who are rewarded for their contributions to our business

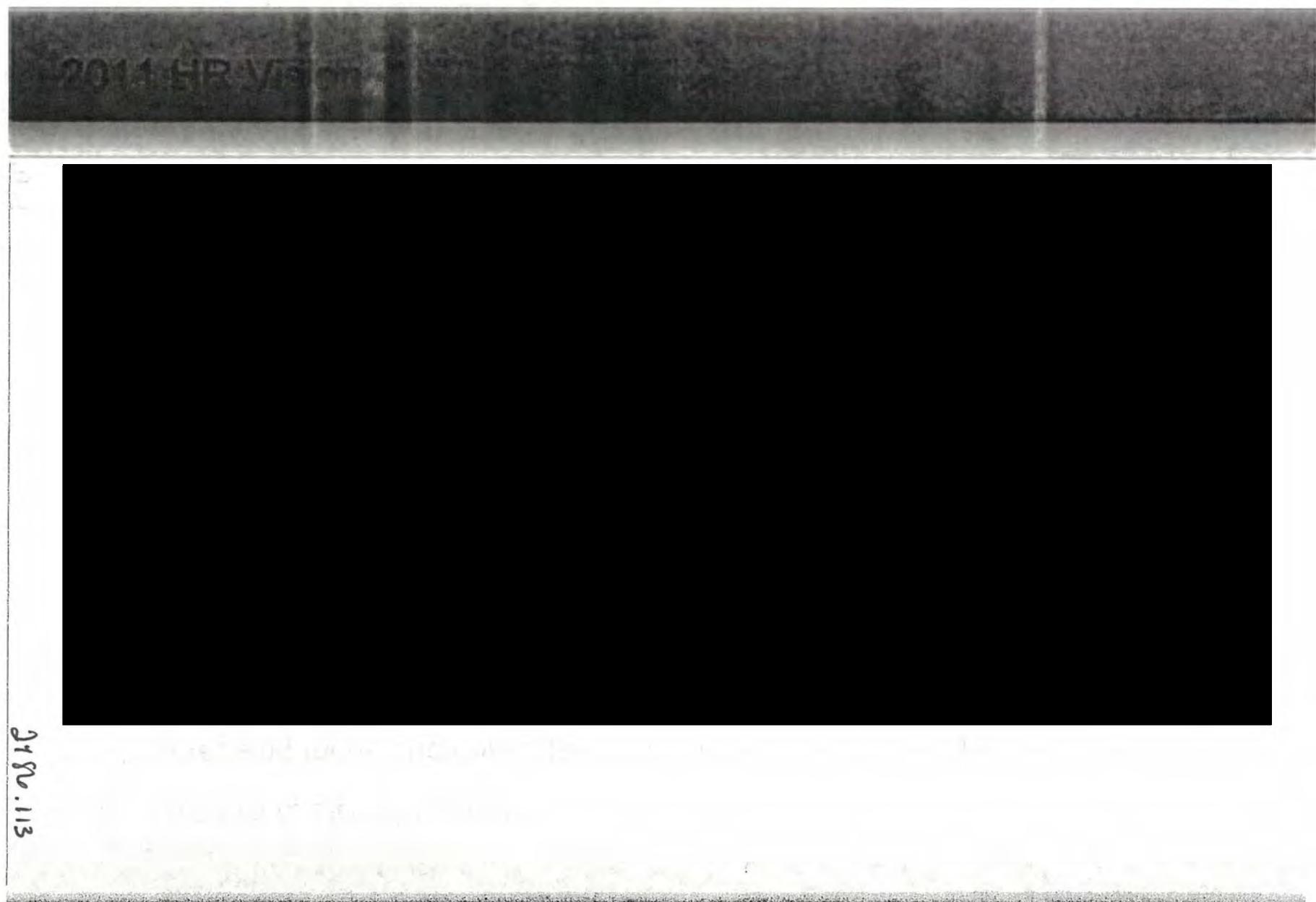
Talent Management

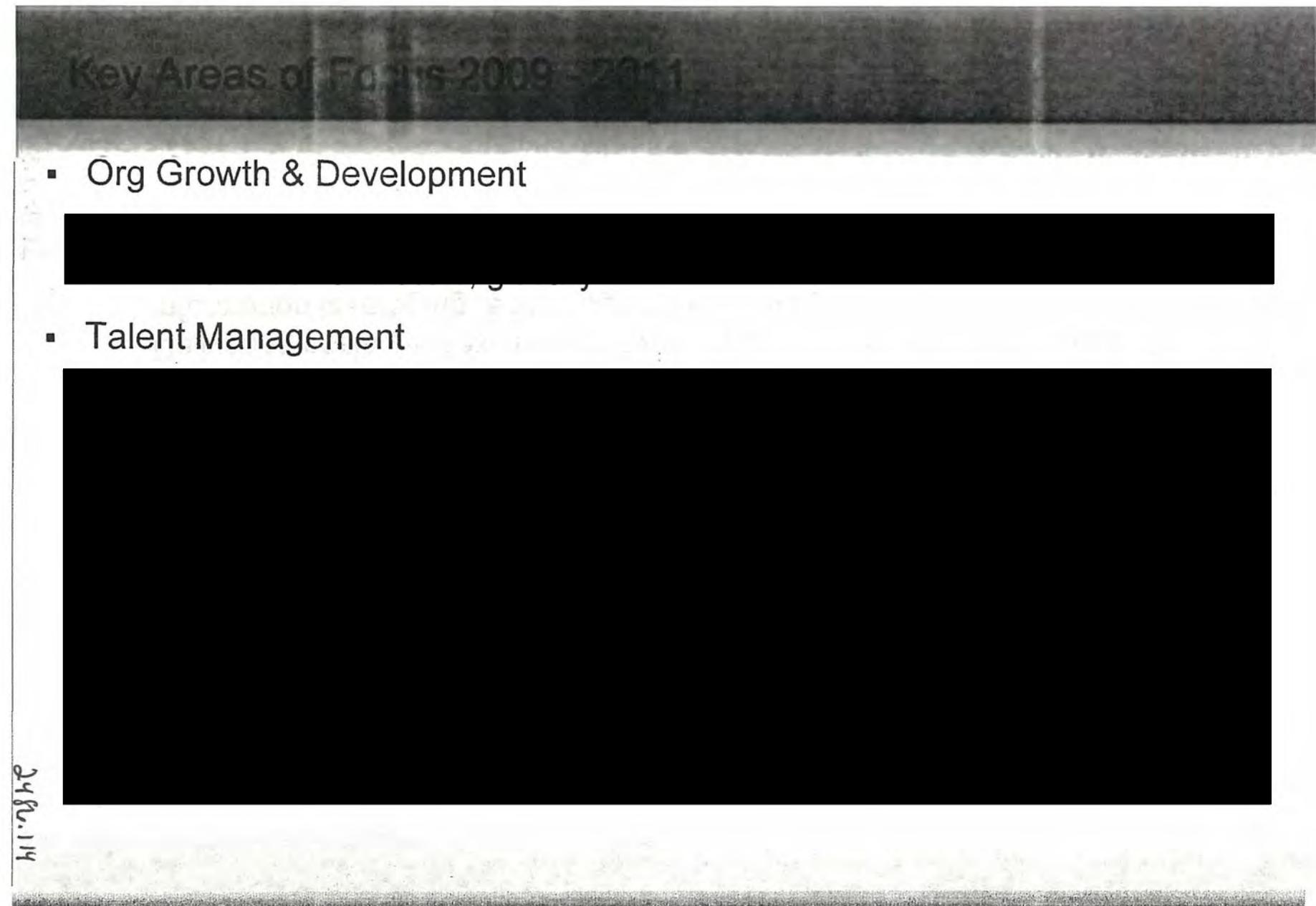
Total Rewards

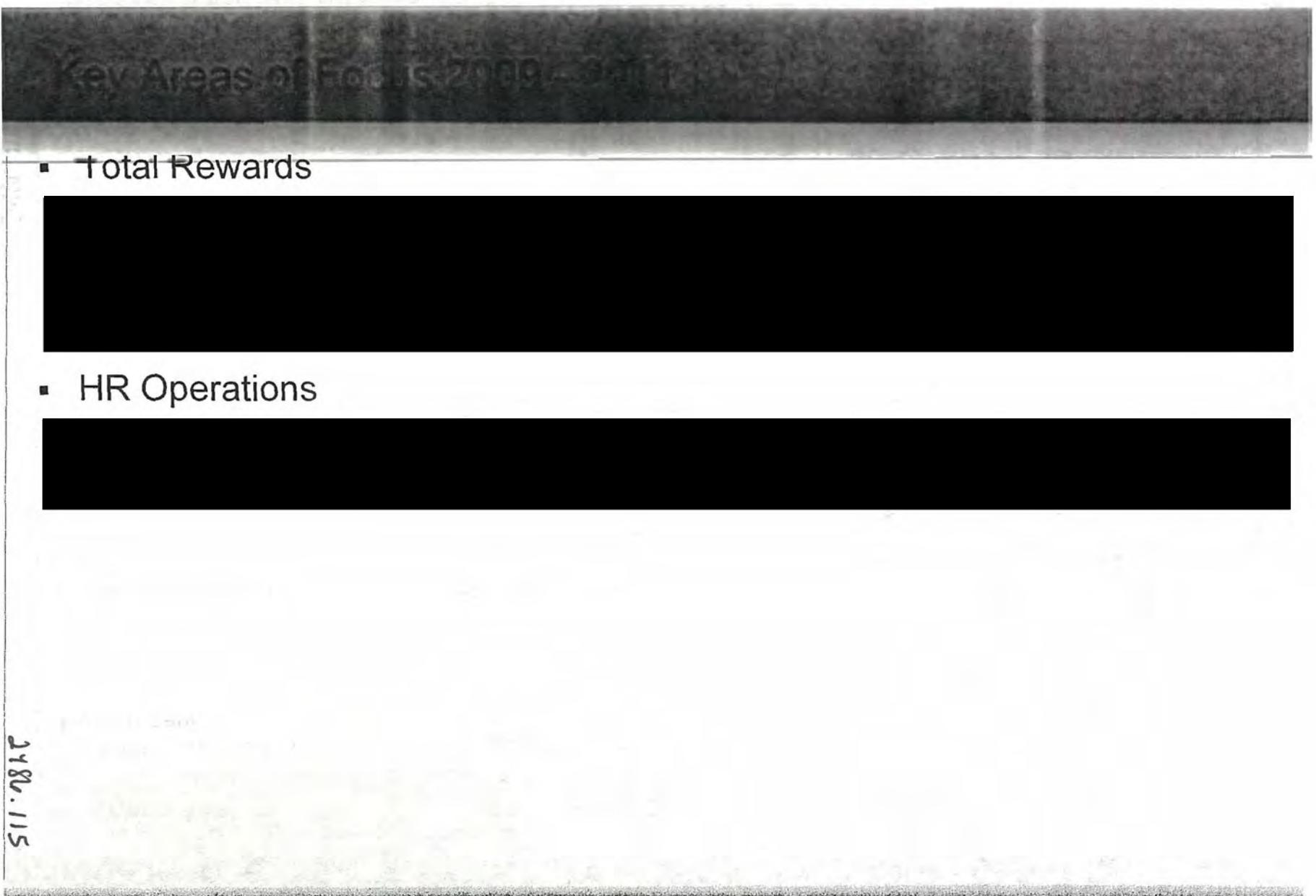
Organizational Growth and Development

HR Operations

24/11/12







Strategic Plan Success Measures

Success Metric

Measurements

Targets

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Strategic Plan Structure

Key Priority	Desired Outcome	Performance Measures

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